



EBTH's vision statement for 2022 and beyond





Economic Board The Hague
Prinses Beatrixlaan 582
2595 BM The Hague

06 55376846 / 06 24756662
info@economicboardthehague.org
www.economicboardthehague.org

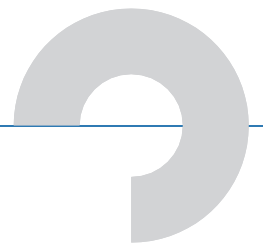
Background

Time is running out for The Hague's economy. The next council's term will be crucial. The choice is this: recovering from the corona crisis and strengthening the broad's prosperity ... or ... remaining somewhere down the list of Dutch regions when it comes to economic development. If nothing fundamentally happens now to promote the prosperity and well-being of The Hague's residents, the city will call upon itself the serious challenges of minor business activity and skyrocketing unemployment numbers. That's a no-go area as far as the EBTH is concerned. And so, the year 2021 presented us with the perfect moment in time to reconsider ourselves, our steps and output. Welcoming a new chair on May 1st was a natural moment to give shape to this new role. The board is more than just a chair and board members will become more visible in the future. The board feels the urge to increase impact in order to substantiate its value for the city, its entrepreneurs and residents.

The board in the Hague playfield

The Hague has many network organisations and representatives of different types of businesses. This may raise the question as to the extent in which these organisations differ from the Economic Board The Hague, and how they overlap.

Overlap is a fact, because all parties seek to make The Hague even better, each proceeding from a specific support base or with a targeted sectoral focus. Quite often, partial interests are represented. The EBTH shares the ambition to make the city a better city. How the board plans to get results, and which parties it intends to work with, is different though. The board has in mind the general interest of The Hague's economy. The board is a thinktank, an advisory body and board members are ambassadors of The Hague's economy. Board members proceed unpaid and in personal capacity. Their common goal is to strengthen The Hague's economy on behalf of its residents. Board members represent many supporters: from SME to multinationals, from start-ups to mature organisations and from education to security. It is precisely the diversity, independence and passion of board members that help us get things done: we bring parties to the table. In previous years, we were able to do this thematically, using our board circles or through the initiative of The Hague Connected, allowing The Hague's eight biggest companies to meet. We were able to do that because of the board's independent role, it is close enough to



politics, yet at the same time it is far away enough from it. Board members do not pay membership fees: they invest their own time. Therefore, the board has no commitments towards its members who are able to interfere with targets or otherwise. Being a small group makes the board decisive; decision-making processes crystal-clear. Board members' dedication and determination to keep going is unprecedented, and so is their motivation. The municipality of The Hague's acknowledges the board's added value, as it communicated in a letter in late 2020. Our very own motivation, combined with the municipality's unmistakable appreciation, encourages us to continue to invest best efforts in the years to come, to make The Hague's economy more resilient in the future. How we plan to proceed is meticulously described in this vision statement.

In recent conversations, our board was often compared to other boards in the country, wondering why the EBTH is not copying them (cherry-picking). In preparation for this vision statement, we have conducted exploratory talks with other boards, to find out all boards are organised differently. From large-scale organisations (60 employees) to boards serving an entire province.

From income provided by several municipalities to income from partner memberships. The range of tasks is just as diverse and to an extent prompted by how all of these cities and regions have organised their playfields. Work tackled by Stichting Binnenstad in The Hague, the municipality itself or The Hague& Partners, are among the board's tasks in other cities. Also, municipalities' level of independence and impact are not quite the same everywhere. Some of the boards are the responsibility of the mayor and proceed beyond portfolio. Sometimes the mayor himself will chair the board, making the municipality's role rather different to ours.

Our board is all about independence. It is about members passionately contributing to the city, unpaid and in their own time. A board that truly cares about the city, its entrepreneurs and residents. A board that draws energy from making the city a little bit better, again and again. Does that mean we don't welcome change of responsibilities, roles and tasks? The answer is no. Different input, however, requires a different setup beyond the EBTH organisation. And so, as long as we continue to work this way, with this board, with this division of tasks, with this portfolio holder and this budget, we will be as organised as we

have outlined in this vision statement. Our passion and dedication to our city are unquestionable.

Broad prosperity

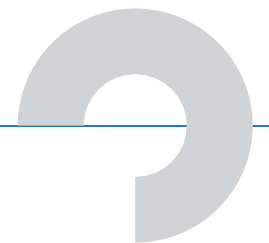
As the name reveals, the Economic Board The Hague has a strong focus on The Hague's economy. But then again, what exactly does 'economy' mean? In daily practice, the word 'economy' is by no means easy to define. Because many issues involve economy. Investing in jobs has positive impact on people's health, sense of safety, quality of life in the communities and so on. After all, to have a permanent job means you can get yourself a house and add to the quality of life in your own neighbourhood. To have a job means you are spending time wisely and are less likely to go down the criminal path. A job means certainty and has positive impact on (mental) health. We dare say that choosing healthcare, means choosing the economy. The same goes for housing, safety as well as mobility.

Therefore, many subjects involve economy, which is evident from the issues that we have focused on in recent years. From employment levels to the business climate and from mobility to local economy

and inclusivity. And so it is time to describe our playfield according to the real situation: the board is focussing on The Hague's broad prosperity. In doing so, we emphatically seek a broader partnership with other mission areas besides economy.

Broad prosperity is a comprehensive concept, however it fully covers the board's targets and focus areas. Broad prosperity is not only about income, employment and entrepreneurship but also about education, the environment (sustainability, energy transition), mobility and (cyber)security. It is everything adding to a strong city and prosperity as well as wellbeing for its residents.

The board chooses a geographical focus: the broad prosperity of the city of The Hague and its residents is pivotal in everything that we do. Quite a few players are already up and running at regional levels. The power of our board is about connecting with the city. But when it comes to regional partnerships, we always bear in mind The Hague's interest which we put first. Does working together with regional players





add to prosperity in The Hague? In which case we choose to invest our time and energy accordingly, or else we will focus on other things that *do* serve this purpose. In doing so, we adopt a proactive mindset. We set off in search of collaborations with neighbouring municipalities, identifying the projects The Hague needs and that are promising.

Roles

The efforts of the Economic Board The Hague used to be divided into three unmistakable key roles: (volunteered) advice, ambassador of the city and initiating projects. Change in direction and continued development, however, will cause the EBTH to focus primarily on the first two roles: the advisory role and ambassador role.

- Advisor

Just like in previous years, we will focus on offering (voluntary) advice about the city's economic policy. In doing so, the board will take on a role centring around the question: how can we help? Broad prosperity is pivotal; advice may transcend programme. We pick our own themes, but we also actively invite players in the city to suggest other themes as well. The possibilities to ensure impact for The Hague's entrepreneurs and residents is key in the ultimate choice as to what

we will be diving into. We hold on to our role as independent thinktank, putting the city's interest first. In this context, the municipality of The Hague is our main partner. The board uses a two-staged strategy. We hold on to the effectiveness of a small board making impact, but at the same time we build a shield around us that we can use when it comes to themes for which we seek to give widely supported advice. We will come to this in more detail below.

All board members are perfectly familiar with and passionate about the themes in which they themselves are actively involved. Some of our board members, however, work for organisations with a wide field of expertise. Expertise involving broad aspects of prosperity that we want to and will use for the city. It is how we efficiently use whatever the board already has to offer, serving The Hague's entrepreneurs and residents alike.

Based on an annual programme, the board will periodically advise on current and future themes. The programme covers both national and international developments and will also be provided with local input from e.g. the municipality of The Hague's long-term overview. Attention will be paid primarily to the city's priorities and focus area within the council.





- Ambassador

As it has done in recent times, the board will continue to bring actors and parties in the city together, connect them and explore common interests. Interestingly, many parties in the city have no idea what the others are up to, while a joint approach can be much more effective and efficient. The board envisages a key role in this context.

Promoting the interest of The Hague's economy in and outside the city will become a stronger focus area. We will also study potential overseas: in case of added value, we will invest best efforts to draw new (international) businesses to the city. For this, we proudly use our knowledge and networks. We also care deeply about The Hague Southwest (Den Haag Zuidwest), committing ourselves to investments in and improvement of the quality of life for all the people in this part of the city.

As for our ambassador role, we will rely more heavily on board members. We will promote the interests of The Hague's economy and the board more strongly, proceeding from individual roles, positions and passions. Themes that matter to board members will be tackled more intensively and we will make sure board members are in a good position to share their own views and/or or express their passion.

- Projects: initiate, combine and accelerate.

We used to have a strong focus on our project role. We often initiated developments and had access to sufficient funding. Today the board is still able to initiate, combine and/or accelerate promising projects, however in doing so we always consult with the municipality of The Hague. The board does not have private financial resources for this and therefore we need to reconsider for each and every project. We always bear in mind the added value and impact a project might have on The Hague's prosperity. We use project plans, seeking external funding. Part of this funding can be any (additional) hours invested by the implementing organisation or an external project office. Joint ventures are sought for every project: this is an important condition for success ultimately.

Organisation

The board will continue to exist of no more than 12 members, taking seat in their personal capacity. What brings them together is a generous heart that loves the city of The Hague and the determination



to make a difference. Board members are willing to use their own networks, drawing attention to the city where appropriate. Under the supervision of an unremunerated chair, substantiated by a daily executive board, they get together several times a year. Not only to talk, but most certainly to act as well. We look back in satisfaction on a year provided it comes with concrete examples of valuable contributions to the broad prosperity of The Hague.

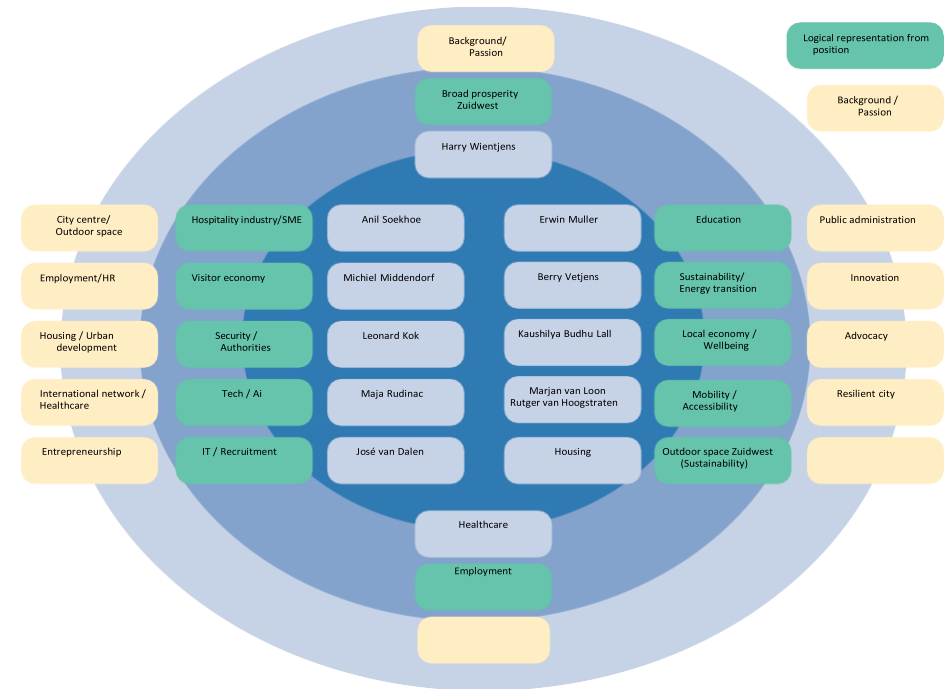
The board is supported by an implementing organisation whose task is to prepare, offer support, report and be at the service of board members.

The board currently consists of 10 members who together properly represent different types of companies and business activities existing in The Hague. To be able to genuinely speak of contribution to the broad prosperity domain, input by healthcare (after all this is a major employer in The Hague) and housing is required. Therefore, over the coming time relentless efforts will be made to add representatives of these two domains to the board as it exists today.

Strategy

In its new role, the board will be much more of a(n) (independent) network organisation. The board's key focus is on impacting The Hague's economy in a good way, with permanent board members, the more so when it comes to thought-provoking advice or messages. In some situations, however, it would be more powerful to make sure our advice or messages are widely represented by The Hague's business community. Therefore, we seek to create a second shield of connections around us that we can use for advice if necessary and as per subject. We emphatically call upon our board members, given the restricted capacity of the chair and implementing organisation. Based on their own knowledge, know-how and passion, board members are connected to several themes and they are invited to maintain or expand their networks accordingly if necessary. By creating about four to five additional connections for each theme, we will increase the network from 10 to 50 parties at once. This helps us create clear added value, putting our broader commitment into daily practice more emphatically.

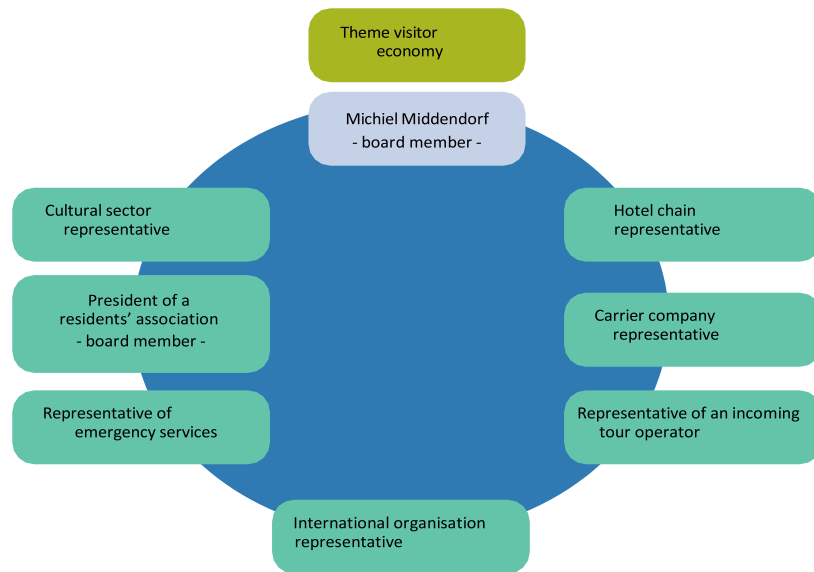
Based on the board's current setup, this is what it looks like:



All board members thus represent their own theme to which they may invite companies or organisations from different industries if they have a specific case that they wish to discuss. By organising a board circle dedicated to a specific theme we bring parties together, ensuring the right input instantly from our supporters. We intentionally opt for a wide-ranging representation

with different angles, to bring all interests and perspectives directly to the surface.

This might then look like this:



Finally

With this vision statement, we have endeavoured to represent how we want to use our board as of 2022 and beyond to grant The Hague broad prosperity. For this we require:

- More impact by intensifying board members' efforts
- Greater support by organising board circles
- Sharper focus on results.

As noted above, our commitment continues undiminished. We look forward to giving shape to The Hague's growing prosperity in the future, joining hands with the municipality of The Hague and other partners in the city.

